DEPARTMENT OF COMMUNITY SERVICES

Building strong, healthy communities together

ANNUAL ACCOUNTABILITY REPORT
FISCAL YEAR 2008-2009

NOVA SCOTIA
Community Services

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1.0 ACCOUNTABILITY STATEMENT

The accountability report of the Department of Community Services for the year ended March 31, 2009, is prepared pursuant to the *Provincial Finance Act* and government policies and guidelines. These authorities require the reporting of outcomes against Community Services' business plan information for the fiscal year 2008-2009. The reporting of Community Services' outcomes necessarily includes estimates, judgements, and opinions by the department's management.

We acknowledge that this accountability report is the responsibility of the management of the Department of Community Services and, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the department's business plan for the year.

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Denise Peterson-Rafuse
Minister, Department of Community Services

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Judith F. Ferguson
Deputy Minister, Department of Community Services

2.0 MESSAGE FROM THE MINISTER

It is my pleasure to present the 2008-2009 Accountability Report for the Department of Community Services. This report provides an overview of the department's progress and accomplishments in fulfilling its 2008-2009 Business Plan commitments and the results achieved in meeting its performance targets.

A number of significant activities were completed over the last year, consistent with the department's ongoing commitment to provide a sustainable social service system that promotes the independence, self-reliance, and security of the people we serve.

I hope you will find the information helpful in understanding the important work of the Department of Community Services.

Regards,

Denise Peterson-Rafuse
Minister, Department of Community Services

3.0 INTRODUCTION

The annual Accountability Report for the Department of Community Services reports on the progress achieved by the department towards the goals, priorities, performance measures and financial targets established in the 2008-2009 Business Plan. The 2008-2009 Business Plan is available on Community Services' website at http://www.gov.ns.ca/coms/department/Publications.html.

In establishing its priorities, the department was guided by its mission statement, strategic goals and outcomes:

MISSION

The Department of Community Services is committed to a sustainable social service system that promotes the independence, self-reliance, and security of the people we serve.

This will be achieved through excellence in service delivery, leadership, and collaboration with our partners.

STRATEGIC OUTCOMES

- Self-reliant people, strong families, and inclusive communities
- Strong, responsive, and sustainable social support system
- Integrated, quality service delivery system
- Strong provider relationships and collaboration
- Leadership and the continuous pursuit of excellence
- Skilled, flexible workforce

3.1 REPORT STRUCTURE

This report is organized into three main sections. The first section outlines the department's progress and accomplishments against the priorities identified in the 2008-2009 Business Plan together with additional accomplishments that were not identified in the plan. The next section provides a summary of the financial results for the fiscal year and the final section provides details regarding performance measures and the results achieved.

4.0 PRIORITIES AND ACCOMPLISHMENTS

On a day-to-day basis the department delivers a wide range of social programs and services to Nova Scotians in need. These programs and services contribute to better futures for the province's youth, families and their children, persons with disabilities, and communities throughout Nova Scotia.

Section 4 describes the progress and accomplishments of the department against the priorities identified in the 2008-2009 Business Plan along with some additional accomplishments.

4.1 EMPLOYMENT SUPPORT AND INCOME ASSISTANCE (ESIA)

The focus of the Employment Support and Income Assistance core business area is to provide financial assistance and other supports to persons in need and to facilitate their movement towards employment, independence, and self-sufficiency.

4.1.1 BUSINESS PLAN PRIORITIES

MULTI-YEAR POVERTY REDUCTION STRATEGY

On April 3, 2009 *Preventing Poverty, Promoting Prosperity*, Nova Scotia's poverty reduction strategy was publicly released. The strategy is underpinned by a vision to break the cycle of poverty by creating opportunities for all Nova Scotians to participate in the prosperity of the province and enjoy a better standard of living.

To help achieve this vision, an initial investment of $155 million was planned:

- $59 million in affordable housing
- $2.4 million in income assistance
- $88 million for skills and training development
- $3.5 million in affordable child care
- $2.5 million so more families can access children's benefits

Release of the strategy marked the beginning of a long term plan to break the cycle of poverty and improve the standard of living for low-income Nova Scotians. Ongoing oversight and direction are to be provided by a Ministerial Committee with regular progress reporting and public engagement.

Employment Support Services

One of the key initiatives identified in the poverty reduction strategy was the redesign of the Employment Support & Income Assistance program. A redesign of Employment Support Services was originally planned; however based on the recommendation of the Poverty Reduction Working Group to " *Redefine the purpose of social assistance support, away from a last resort welfare model to a model of proactive and progressive support.*", and input gathered through the public consultation, it was evident that both branches of the program - income assistance and employment support - needed to be examined together.

Labour Market Development Agreement Negotiations

In 2008-2009, Community Services supported the new Department of Labour and Workforce Development (LWD) in the negotiations of the federal labour market agreements. The agreements were signed on June 13, 2008. Since then, Community Services has supported LWD in implementation of the new Labour Market Agreement, and in policy and programming discussions related to the transfer of federal programs to the province which will occur on July 1, 2009.

4.1.1 Other Accomplishments

The following accomplishments are in addition to what was identified in the 2008-2009 Business Plan for the ESIA core business area.

ESIA Personal Allowance Rate Increase

For the fifth consecutive year, the department increased the monthly basic personal allowance rate to help people with the cost of meeting their basic needs. Over the past five years, the Income Assistance personal allowance rate has increased by 15.5%.

The October 2008 adjustment, based on the Consumer Price Index , resulted in a $4 monthly increase. Approximately 31,500 eligible beneficiaries received the increase at an annual cost of $1.4 million.

ESIA Policy Improvements

In addition to the 2008-2009 Business Plan priorities, several improvements were made to the Employment Support and Income Assistance program including:

- the exemption of income tax refunds as chargeable income putting more disposable funds in the hands of income assistance recipients
- the exemption of the Federal Working Income Tax Benefit as an asset in the calculation of eligibility, providing an incentive to enter and remain in the

workforce

- the change in the treatment of Registered Disability Savings Plan to help parents and others save for the long term security of a child with a disability
- an increase in funeral service rates to more accurately reflect the actual cost of funeral services.

4.2 HOUSING

A range of housing programs are available to ensure that more households in Nova Scotia have access to safe, appropriate, affordable and sustainable housing. In the 2008-2009 Business Plan, a number of priorities were identified to increase and preserve Nova Scotia's supply of affordable housing and to help those most in need.

4.2.1 BUSINESS PLAN PRIORITIES

INCREASE AND PRESERVE THE SUPPLY OF AFFORDABLE HOUSING

Affordable Housing Agreement - Phase II

The Affordable Housing Program provides families, seniors and low-income individuals a safe place to live at an affordable cost. Phase II funding, valued at $18.9 million, resulted in the creation or preservation of 334 housing units. These funds were invested in new rental housing, rental housing preservation, and home ownership preservation.

This investment brings the total number of affordable housing units built or preserved under the Affordable Housing Agreement, Phases I and II, to approximately 1,250 units.

Federal Affordable Housing Trust

The remaining $16.4 million of the Federal Affordable Housing Trust was committed in 2008-2009 bringing the total investment to $23 million. Investments were made to alleviate immediate short-term public/social housing pressures including the acquisition of 43 housing units, the construction of 113 units, aging in place initiatives, and the regeneration of public housing projects at-risk.

Off-Reserve Aboriginal Housing Trust Funds

The Province, along with off-reserve delivery agents, delivered $7.8 million in affordable housing options through the Aboriginal Off-Reserve Affordable Housing Trust. Priority areas were determined based on recommendations from an off-reserve technical committee. As of March 31, 2009, all Trust funds were committed resulting in 33 new homes, 115 rental preservation units,12 new affordable rental units, and 46 home preservation units.

4.2.2 Other Accomplishments

The following initiative is an additional accomplishment under the Housing Core Business Area that was not identified in the 2008-2009 Business Plan.

Support for Seniors

In 2008-2009, the department invested $3.5 million in Home Repair/Home Adaptation Programs to help seniors stay in their own homes longer by addressing health and safety issues. With these funds, approximately 1,200 seniors were approved for assistance for home repairs and adaptations.

As part of an Aging-in-Place Plan for seniors living in public housing, the department implemented several initiatives, including the installation of elevators. Fifteen elevator installations in existing buildings were completed in the spring of 2009. As a result, 87% of senior citizen units in the province are accessible; i.e., at ground level or serviced by an elevator. Other aging-in-place initiatives included generator retrofits and fire alarm system upgrades.

4.3 Services and Supports for Families and Communities

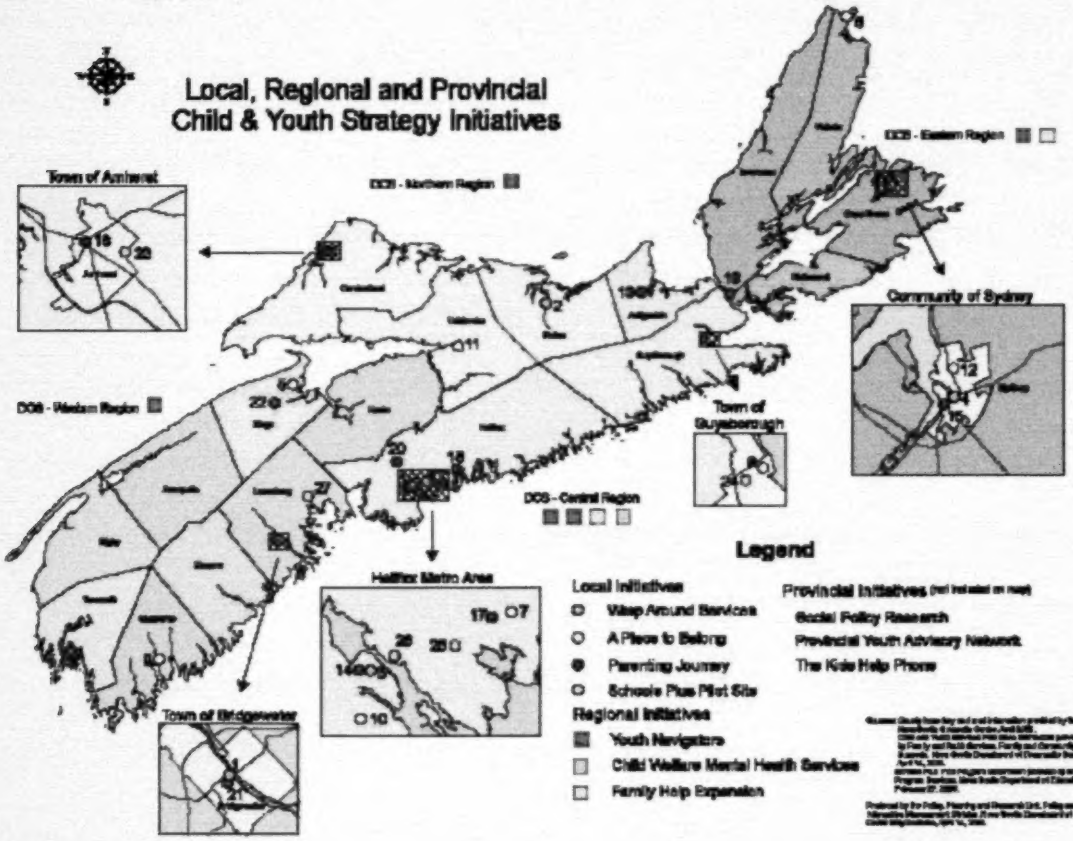
Ensuring children have a good start in life and their families have access to supports to enable their children to grow and develop in safe and nurturing environments continues to be the focus of Families and Communities. Priorities for 2008-2009, focused on coordinating and improving supports for children and youth and providing more accessible and affordable child care options.

4.3.1 Business plan Priorities

Child and Youth Strategy

The Child and Youth Strategy is the vehicle through which government pursues the goal of breaking down the walls between government departments when it comes to serving children, youth, and families. With the Department of Community Services as lead, the Departments of Health Promotion and Protection; Health; Education; and Justice have actively worked towards the coordination of services.

Great emphasis was placed on supporting the networks that foster better coordination of service delivery across the province. Four Child and Youth Strategy Specialists were deployed - one in each region of the province, to work with regional and local government representatives and community agencies working with youth and families. To date nineteen projects have been started.



The Child and Youth Strategy's first annual report was released in December 2008. This report provided an overview of the new pilot programs initiated, the coordination efforts underway, and established bench marks for tracking the broader effects of better coordinated services on the outcomes for children and youth. The annual report is available online at http://www.gov.ns.ca/coms/noteworthy/WorthIt-FirstYear.html .

CHILD WELFARE REDESIGN

The department's vision for child welfare is a single integrated service system, accessible and responsive to children and families across the province. In 2008-2009, placement services were streamlined and child protection standards strengthened.

New Foster Treatment and Foster Outreach Services

The development and redesign of a new Foster Treatment and Outreach Services program was completed in 2008/2009 allowing for an April 1, 2009 implementation. The program has three components:

- a Foster Treatment program to provide intensive clinical services to foster families who are caring for children and youth with significant challenges.
- Outreach services providing educational and therapeutic supports to foster families, including peer support, training programs, group building events, and other programming to support all interested foster families.
- Crisis intervention support enabling foster parents to obtain professional clinical services when required on an urgent basis. These services are being phased in, and are introduced first to families most in need of additional support.

Single Point of Entry in Residential and Foster Treatment Programs

Throughout 2008/2009 work continued on the development of a coordinated and standardized assessment process for children requiring placement and treatment programs. The goal is to strengthen the assessment process so that children will be placed in the most appropriate program based on their placement and treatment needs. Implementation of this new process will be completed in 2009-2010.

Compliance Reviews of Child Welfare Agencies and District Offices

In 2008-2009, a standards compliance review of all Child Welfare Agencies and District Offices was initiated to ensure quality child welfare service delivery and consistent case practice across the province.

As of March 31, 2009, file reviews and on site visits were completed for 12 agency/district offices. Action plans have been developed to address areas where improvements are needed. Reviews of the remaining six agencies/district offices will be completed within the next six months.

EARLY LEARNING AND CHILD CARE

Under the 10-year Early Learning and Child Care Plan, approximately $200 million will be invested to strengthen the quality and accessibility of child care in Nova Scotia. The goal is to

create a sustainable system that supports the needs of Nova Scotia's families well into the future. So far under the ELCC Plan, the department has approved the creation of more than 1,050 new daycare spaces, more than 600 subsidies, and provided $74 million in operating grants, repair and renovation loans, and programs geared to recruitment and retention of staff.

In 2008-2009, the department achieved the following accomplishments:

More Affordable Subsidized Child Care

To accommodate the increased demand for the spaces, an additional 300 subsidies were created. Work was completed in 2008/2009 to bring 100 new portable subsidies on line April 2009. These efforts bring the total number of subsidies provided to Nova Scotian families to 3,425.

Income eligibility criteria for subsidies were expanded on April 1, 2008 enabling more families to qualify for subsidy and receive greater amounts of subsidy. Also, the assessed daily parent fee was lowered to $1.00 per day from $2.25.

These initiatives help make child care more accessible and affordable for Nova Scotia families.

More Accessible Licensed Child Care Spaces

During the 2008-2009, funding available through the Child Care Centre Expansion & Replacement Loan program supported the creation of 500 additional child care spaces in new and existing licensed child care centres.

To date the investments made under the Early Learning and Child Care Plan, has enable the creation of 1,050 new spaces surpassing the initial target of 1,000 spaces within the first five years. Presently, there are approximately 11,700 licensed full day spaces in Nova Scotia, delivered in 279 child care centres.

Family Home Day Care

Family Home Day Care provides parents and families with more options to access licensed child care. The program is delivered through an agency model. An agency supports home providers to enable them to provide monitored child care in a home setting. Funding is provided to the agency to enable them to deliver core services such as: recruiting and monitoring family day care homes, providing a lending library, providing regular play groups, coordinating professional development sessions for agency staff and care providers, and organizing parent advisory committee meetings.

This is a new program in Nova Scotia and uptake is slower than initially expected. As of March 31, 2009, there were eight family home day care agencies supporting 56 approved provider homes. 242 children now have access to child care, 126 of these children accessed subsidies.

Inclusive Child Care Options for Children with Special Needs

In 2008-2009, $3.1 million in funding was provided to support approximately 500 children with special needs in 138 child care centres across Nova Scotia. Funds were delivered through a new grant based funding process designed to foster the creation of inclusive child care environments for children with special needs through stabilized funding and standardized service level agreements.

The Supported Child Care Grant provides a stable source of funding to licensed, full and part day child care centres and Family Home Day Care agencies to create or sustain child care programs for children with special needs.

Continuing Education Program

The recruitment and retention of qualified child care educators is an ongoing challenge in Nova Scotia. In July 2008, a Continuing Education Program was launched to alleviate this pressure. Funding of up to $5,000 per year is provided to child care staff of licensed child care centres and family home day care agencies to facilitate their continuing education. In 2008-2009, funding was provided to 43 applicants.

Energy Upgrade Grant

In 2008-2009, through an Energy Upgrade Grant, one-time funding was provided to 276 child care centres to make energy efficiency improvements. Approximately $1.28 million in funding was disbursed to the approved facilities.

4.4 Services for Persons with Disabilities

Services for Persons with Disabilities provides services for children, youth and adults with intellectual disabilities, long term mental illness, a physical disability or some combination of the three. The goal is to provide a range of programs that support people at various stages of their development and independence.

4.4.1 Business Plan Priorities

Services for Persons with Disabilities Strategy

Over the past several years the department has been engaged in the review and redesign of the Services for Persons with Disabilities program. A Services for Persons with Disabilities Provincial Strategy was developed based on comprehensive review of both residential and adult day programs for persons with disabilities that were released in June 2008. The ultimate aim of

the strategy is to redesign the Services for Persons with Disabilities Program in order to support individuals with disabilities in the right program, the right place, and the right time; and in the least intrusive environment to enhance quality of life. The strategy will guide the department as it moves forward in addressing the needs of persons with disabilities.

In 2008-2009, an additional six million dollars was committed for the Services for Persons with Disabilities Program to begin the implementation of the strategy demonstrating a firm commitment to improving the range of supports available to individuals with disabilities. Priorities for 2008-2009 focused on the expansion and improvement of existing programs.

Increase the Capacity of Residential Options

In 2008-2009 a number of major projects were underway that will result in significant improvements to current residential settings, increase the availability of community homes, and expand residential options.

In September 2008, a new rehabilitation facility was opened in Lower Sackville, Nova Scotia for 24 individuals with very complex needs. This facility provides a full range of services not available in any other type of Community Services funded residential setting in the Halifax area.

Four new Community Homes for adults, one each to be located Port Hawkesbury, Antigonish, Halifax, and the South Shore are in various stages of development. One home will open in the summer of 2009, one in the fall of 2009, and the two others are still in the early stages of development.

Review of Residential Infrastructure

The initial planning for a comprehensive assessment of the physical infrastructure of residential settings for persons with disabilities was completed in 2008-2009. Work on this initiative continues. The goal is to identify the current physical infrastructure strengths and challenges to inform the development of a plan to respond to these needs.

Increase the Capacity of Adult Day Programs

Approximately 30 Adult Service Centres around the province are supported by Community Services in assisting people with disabilities participate in vocational and skill development, to become more involved in their communities. In 2008-2009, almost 1,900 adults with disabilities received services and support through these centres, representing a 6 percent increase compared to the previous year. An additional $2.8 million was invested in a variety of centres to either increase staffing and/or to assist with the expansion of buildings to enable increased capacity.

Independent Living Support and Alternative Family Support Programs

In 2008-2009, 55 new clients were admitted to the Independent Living Support Program and 20

new clients were admitted to the Alternative Family Support Program for an overall increase in capacity of 75 clients. This increase demonstrates progress towards improving the continuum of residential support options available to adults with disabilities.

Human Resource Strategy for the Services for Persons with Disabilities Sector

In collaboration with the Department of Health, the department is working on a strategy to address the current and future challenges associated with accessing and retaining qualified staff in the services for persons with disabilities sector. The depart ent has also discussed changing and enhancing the training requirements for this sector with the Nova Scotia Community College. The goal is to development a recruitment and retention plan that will address sector shortages.

4.4.2 Other Accomplishments

The following initiative is an additional accomplishment under the Services for Persons with Disabilities Core Business Area that was not identified in the 2008-2009 Business Plan.

The *Services for Persons with Disabilities Program Funding Guidelines Residential Options* were implemented in September 2008. These guidelines support the allocation of funding for services which meet departmental standards and the *Homes for Special Care Regulations* while embodying the principles of consistency, transparency, accountability and equity.

4.5 Human Resource Strategy

Community Services is committed to providing a safe, healthy, and supportive workplace which will enhance employees' health and job satisfaction, thereby enabling employees to contribute most effectively in their roles to deliver high quality public service.

4.5.1 Business plan Priorities

Succession Management

With an aging workforce, the department is placing an increasing emphasis on staff retention and recruitment strategies, career planning, training, and development planning. In 2008-2009, a Career Planning Program was offered to non-managerial bargaining unit employees, providing staff with the tools and resources to effectively manage their careers and help realize their career goals. The course was designed to support employees at all levels of employment. In addition, Community Services sponsored 105 employees to participate in Leadership Development Training.

Enhanced Orientation Program for New Employees

An enhanced Employee Orientation Program was implemented in November 2008 to better assist new employees with their transition to Community Services.

Healthy Workplace Initiative

Community Services has a history of successful Healthy Workplace, Employee Recognition, Occupational Health & Safety, and Client Services initiatives. These individual programs are all related to the organization health of the department. With the Deputy's full support and involvement, all three initiatives have been brought together to form a united force, to develop a cohesive Healthy Workplace strategy for staff.

A group of 30 staff met monthly to plan the delivery of healthy workplace, employee recognition and client satisfaction activities with clear linkages to Occupational Health and Safety.

Client Services

In keeping with the department's commitment to improve client service delivery, the following service improvement initiatives were carried out in an effort to foster an internal culture of client service excellence:

- in the human resource area, a data collection tool was developed to begin tracking key components of the new recruitment and selection process. The information was used to help establish performance benchmarks, targets and standards
- in central registry, a survey tool is under development to help measure internal client satisfaction with the services provided by central registry.

French Language Services

Many of the French-language initiatives undertaken in 2008-2009 were policy and protocol driven. A French-language Services Plan, outlining both immediate and long term commitments was completed. French language protocols and procedures for communication, translation and training were developed to support a consistent approach to client service delivery.

A French-language capacity survey was completed in order to develop a database of department staff capable and willing to provide services in French across the province.

4.6 CORPORATE SUPPORT

The following accomplishments were achieved under the corporate support divisions of the department.

4.6.1 OTHER ACCOMPLISHMENTS

BETTER REGULATION INITIATIVE

The Better Regulation Initiative (BRI) is a province-wide initiative to improve regulation in Nova Scotia. One of the goals of this initiative is to reduce the administrative burden experienced by business by 20 percent by 2010.

Community Services has surpassed the target, achieving an estimated reduction of 43 percent by:

- removing redundant requirements under the *Homes for Special Care Regulations*
- streamlining the Child Abuse Register Search process
- pre-populating the application form for day care facilities to renew their license.

5.0 FINANCIAL RESULTS

The department's gross expenditure budget estimate for the fiscal year 2008-2009 was $912.6 million. Favourable caseload trends in Employment Support and Income Assistance, combined with under expenditures of federally funded Early Childhood Development and Affordable Housing programs more than offset an over expenditure in Services for Persons with Disabilities.

Department of Community Services
Estimated & Actual Expenditures
For the Year Ending March 31, 2009

Operational Area	Estimate 2008-2009 ($thousands)	Actual 2008-2009 ($thousands)	Variance	Notes
Gross Departmental Expenses:				
Senior Management	1,466	1,221	245	
Corporate Services Unit	15,423	14,556	867	
Policy and Information Management	4,331	4,088	243	
Field Offices	11,100	10,939	161	
Services for Persons with Disabilities	216,848	226,476	(9,628)	1
Family and Children's Services	182,148	173,991	8,157	2
Housing Services	128,884	117,132	11,752	3
Employment Support & Income Assistance	344,881	334,977	9,904	4
Housing Authority and Property Operations	7,489	7,251	238	
Total Departmental Expenses	912,570	890,631	21,939	
Fees and Other Charges	(579)	(441)	138	
Ordinary Recoveries	(109,133)	(100,871)	8,262	5
TCA Purchase Requirements	1,000	536	464	
Provincial Funded Staff (FTE's)	1,373	1,355	18	

Notes to the Estimated & Actual Expenditures For the Year Ending March 31, 2009

1. Over spent due to a number of factors including: the implementation of new programs and initiatives related to the SPD Renewal project, increasing costs due to the increasing complexity of cases, and the impact of rate review for residential service providers.

2. Under spent due primarily to delays in the implementation of components of the federally funded early learning and child care plan. Federal funds deferred and available to offset expenditures in future year(s).

3. Under spent due primarily to delays in the commencement of affordable housing program projects, particularly the federally funded Affordable Housing Trust and Aboriginal Affairs Trust. Federal funds deferred and available to offset expenditures in future year(s).

4. Under spent due to continuing caseload decline in Income Assistance somewhat attributable to the success of our Employment Support Programs. This has also favourably impacted the associated Pharmacare Program.

5. Under achieved, primarily, as a result of the under expenditure in Family and Children's Services as explained above in Note 3. Federal Early Learning and Child Care Trust funding is held by the Department and moved to Ordinary Recoveries to match expenditures incurred.

6.0 PERFORMANCE MEASURES

This section provides detailed information on the outcomes and measures of each of the department's four core business areas and our effort to advance the goals and objectives of the Government Human Resource Plan.

6.1 EMPLOYMENT SUPPORT AND INCOME ASSISTANCE

The focus of Employment Support and Income Assistance (ESIA) is to provide assistance for individuals and families in their efforts to become self-sufficient. Several interrelated performance measures are used to help track progress toward this outcome.

The first measure - average monthly beneficiaries as a percentage of the NS population - is an indicator of self-sufficiency. The next three measures provide an overview of the success of Employment Support Services (ESS) in addressing the employment-related needs of clients - percentage of income assistance recipients participating in ESS; percentage of income assistance recipients participating in ESS with wage income; percentage of youth (16 - 24) in receipt of income assistance assisted to enhance their employability.

6.1.1 AVERAGE MONTHLY BENEFICIARIES AS A PERCENTAGE OF THE NOVA SCOTIA POPULATION

The average number of people on the department's income assistance caseload each fiscal year as a percentage of Nova Scotia's population represents the percentage of low income households dependent, in whole or in part, on income assistance to meet their basic needs in the context of Nova Scotia's population.

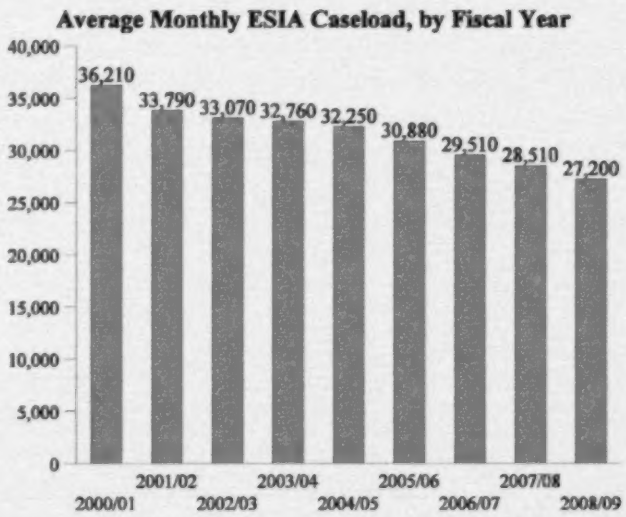
What does this measure tell us?

A reduction in the number of persons dependent on income assistance is an indication of better outcomes for low income people. It represents the number of persons who have moved or are making the transition into the work force.

Where are we now?

The number of individuals receiving income assistance continues to decline. In 2008-2009, the average monthly caseload was 27,200.

As depicted in the accompanying chart, the average monthly caseload has been trending steadily downward, falling from 36,210 cases in 2000-2001 to 27,200 in 2008-2009, a reduction of 25 percent.



In 2008-2009, 4.6 percent of Nova Scotia's population was dependent, in whole or in part, on income assistance to meet their basic needs. This result surpassed the department's performance target of 5.0 percent. Over the course of the last three years, government has invested approximately $200 million in a variety of programs to directly help low and modest income Nova Scotians, and prevent others from falling into poverty.

Average Monthly Beneficiaries as a Percentage of the Nova Scotia Population			
2005-2006 (Base Year)	**2006-2007**	**2007-2008**	**2008-2009**
5.5%	5.1%	4.8%	4.6%

Where do we want to be in the future?

Government is striving to decrease the number of low income households dependent, in whole or in part, on income assistance to meet their basic needs. In 2009-2010, the department is implementing a Poverty Reduction Strategy designed to alleviate, reduce and prevent poverty. The Strategy is supported by an initial investment of $155 million.

6.1.2 Income Assistance Recipients Participating in Employment Support Services

Many income assistance recipients are involved in programs to enhance their skills and personal potential. Individuals may enroll in a variety of programs including literacy and upgrading programs, as well as, specialized courses assisting people to acquire job specific skills. Participation in training and employment activities gives people an opportunity to become more self-sufficient.

What does this measure tell us?

This measure indicates the percentage of income assistance recipients participating in

Employment Support Services. Participation in Employment Support Services helps individuals retain and build on the education and skills required to become, and remain, self-reliant. Education and job related skills are significant barriers to employment for our clients.

Where are we now?

In 2008-2009, 20.5 percent of income assistance recipients received services, at some point during the year, from Employment Support Services. This is down slightly from the previous years results of 21.6 percent and is reflective of the decline in the income assistance caseload. Individuals remaining on the caseload continue to have multiple barriers and may not be appropriate for referral to Employment Support Services.

Employment Support Participation		
2007-2008 (Base Year)	**2008-2009**	**2009-2010 Target**
21.6%	20.5%	22%

Where do we want to be in the future?

The department aims to increase the participation rate to 22 percent in 2009-2010. Strategies to achieve this target include:

- the implementation of improvements to ESIA intake and assessment procedures
- a review of the current caseload to identify and track participants receiving employment services
- developing Return to Work Action Plans for all appropriate IA recipients.

6.1.3 Income Assistance Recipients Participating in Employment Support Services with Wage Income

Employment Support Services helps eligible people on income assistance to become more self-sufficient. Involvement in employment activities such as volunteer or part-time work or career planning not only reduces reliance on income assistance but also enables individuals and families to achieve a greater degree of self-reliance and independence.

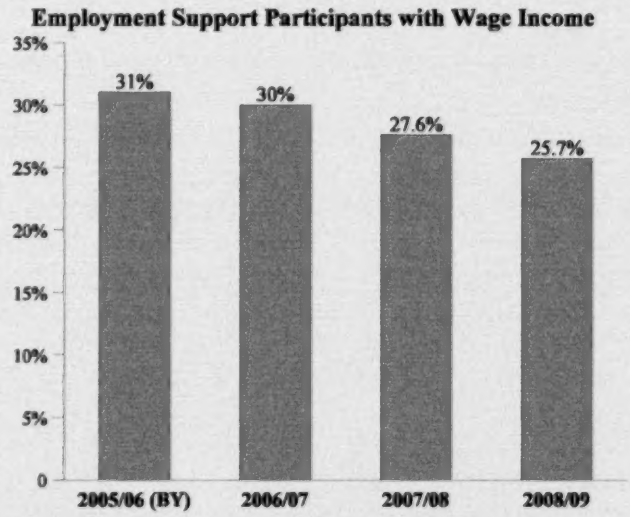
What does this measure tell us?

This measure indicates the percentage of income assistance recipients participating in Employment Support Services who have wage income. Included in this calculation are individuals who are still receiving income assistance at a reduced amount because their wages earned are not sufficient to completely exit the program.

Where are we now?

The department offers a variety of programs, such as the Harvest Connection, Return to Work Projects, Targeted Wage Subsidy programs and Work Activity projects, with the goal of linking income assistance recipients to employment opportunities. Each year, over 1,800 income assistance recipients participate in upgrading programs.

In 2008-2009, 25.7 percent of Employment Support Services clients had wage income. This result is below the department's performance target of 32.0 percent but needs to be considered in the context that the Employment Support Services caseload. Many of those able to find work did so, leaving a caseload less able to work because of disabilities, addictions or mental health issues. The current caseload is comprised of individuals that are displaying anywhere from 6 - 12 barriers to employment. These barriers may include literacy issues, changing family circumstances, disabilities and/or educational/training gaps. Overcoming such barriers requires additional time and support to help these individuals make the transition into the labour force.



Where do we want to be in the future?

Employment Support Services plans to increase the percentage of income assistance recipients participating in employment support services with wage income. Based on a review of the caseload profile, the 2009-2010 target is 28 percent. The department aims to achieve this target by implementing the following strategies:

- initiate an ESIA service delivery improvement project with a focus on removing barriers that prevent people from achieving independence
- through the new Labour Market Agreement, develop programs and services for the unemployed and low-skilled workers to improve their employability.

Work will also begin on the redesign of the ESIA program. This project will look at ways to better support those clients with work-limiting disabilities, focus on removing barriers that prevent people from achieving independence, strengthen the way clients' needs are assessed, and improve the quality of ESIA services the department provides.

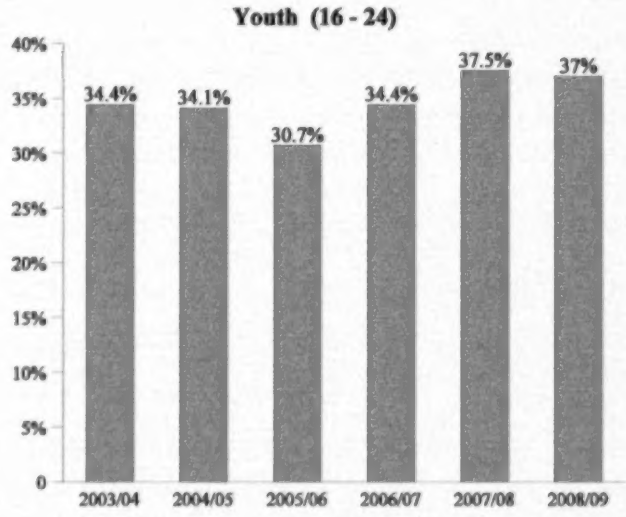
6.1.4 YOUTH (16-24) RECEIVING INCOME ASSISTANCE ASSISTED TO ENHANCE EMPLOYABILITY

People who establish dependency patterns early in life often have greater difficulty establishing long-term self-sufficiency. The department is striving to ensure that youth in financial need have opportunities to transition to employment and self-reliance.

What does this measure tell us?

Participation in Employment Support Services helps individuals retain and build on the education and skills required to become and remain self-reliant. This measure indicates the percentage of income assistance recipients, age 16 to 24, participating in Employment Support Services.

Where are we now?



In 2008-2009, there were approximately 4,515 income assistance recipients between the ages of 16 to 24. Of these, 1,672 or 37 percent participated in Employment Support Services. This surpasses the 2008-2009 target of 35 percent. To achieve this result, the following strategies were implemented:

- expanded partnerships with agencies that serve youth
- set new targets under the Youth Development Initiative and other funded employment projects
- established a system of early identification for youth needing access to Employment Support Services
- develop integrated strategies with other programs providing services to youth.

Where do we want to be in the future?

The target is to increase the percentage of youth participating in Employment Support Services to 40 percent by enhancing the current Youth Development Initiative.

6.2 HOUSING

The key outcome of Housing is to ensure that more households in Nova Scotia have access to safe, appropriate, affordable, and sustainable housing. The commitments made under three key sources of funding are used to track the department's progress towards this outcome:

- Phase II of the Affordable Housing Agreement
- Affordable Housing Trust
- Off-Reserve Aboriginal Housing Trust.

6.2.1 AFFORDABLE HOUSING AGREEMENT FUNDS COMMITTED

Under Phase II of the Affordable Housing Agreement, the department had $18.9 million to invest in affordable housing by March 31, 2009.

What does the measure tell us?

Providing affordable housing options to low and moderate income Nova Scotians is essential for their well-being and that of their families, and for the development of sustainable communities. This measure indicates how much of the Canada-Nova Scotia Affordable Housing Program Agreement funds have been committed to creating or preserving affordable housing units in Nova Scotia.

Where are we now?

As of March 31, 2009, 100 percent of the Phase II funds, $18.9 million, were committed; representing 333 units built or preserved. This exceeds the 2008-2009 target to create or preserve 200 affordable housing units.

The funds were delivered through four housing programs: New Rental Housing Program, Rental Preservation Program, Home Preservation Program and the New Home Purchase Program.

Affordable Housing Agreement Funds Phase II Committed			
Year	**2006-2007 (Base Year)**	**2007-2008**	**2008-2009 (total for 3 years)**
Percent	8.5%	50%	100%
Investment $	$1.6 M	$9.45 M	$18.9 M
# Units	35	180	333

Where do we want to be in the future?

In April 2009, the federal and provincial governments amended the Canada/Nova Scotia Affordable Housing Initiatives Agreement to provide two years of additional funding ($13.3

million) to March 31, 2011. The department will strategically invest this funding to ensure the best use of public funds in providing housing solutions to our clients.

6.2.2 Federal Housing Trust Funds Committed

In September 2006, the federal government provided the Province with $23 million in funding through the Affordable Housing Trust to address short term housing pressures.

What does the measure tell us?

Providing housing options to low income Nova Scotians is essential for their well-being and that of their families, and for the development of sustainable communities. This measure indicates how much of the Federal Housing Trust funds have been committed to creating or renovating housing units in Nova Scotia.

Where are we now?

By March 31, 2009, the department committed the $23 million in funding available under the Affordable Housing Trust as targeted. Investments have been made in 156 affordable housing units and modernization and aging-in-place options in existing social housing units around the province.

Federal Housing Trust Funds Committed		
2006-2007 (Base Year)	2007-2008	2008-2009
11%	29%	100%

Where do we want to be in the future?

As targeted, 100 percent of the Federal Housing Trust funds have been committed. Future investments in new affordable housing units and aging-in-place initiatives will be funded through $133 million agreement with Canada Mortgage and Housing Corporation. These funds will be invested over the course of the next two years in a variety of housing programs.

6.2.3 Off- Reserve Aboriginal Trust Funds Committed

In September 2006, the federal government provided the department with $7.8 million in funding through the Off-Reserve Aboriginal Housing Trust. The Trust is intended to address short-term housing needs of the Off-Reserve Aboriginal Community.

What does the measure tell us?

This measure indicates how much of the Off-Reserve Aboriginal Trust funds have been committed to creating or renovating housing units in the Off-Reserve Aboriginal Community.

Where are we now?

As of March 31, 2009, all Off-Reserve Aboriginal Housing Trust funds, $7.8 million, were committed resulting in:

- 33 new homes
- 115 rental preservation units
- 12 new affordable rental units
- 46 home preservation units.

Off-Reserve Aboriginal Trust Funds Committed		
2006-2007 (Base Year)	2007-2008	2008-2009
0%	14%	100%

Where do we want to be in the future?

Although the programs offered under the Aboriginal Off-Reserve Housing Trust have reached the sunset date of March 31, 2009, all housing repair and adaptation programs delivered by the Province are available to the Off-Reserve Community. Under the Residential Rehabilitation Assistance Program (RRAP), the federal government sets expenditure targets for the Off-Reserve Aboriginal peoples.

Future progress reporting in this area will be captured under the performance measure - households assisted with health and safety related home repairs.

6.2.4 Cooperative Housing Ranking

There are 79 cooperative housing organizations in Nova Scotia providing approximately 1,700 self-contained dwelling units.

What does the measure tell us?

The Cooperative Ranking Model assesses and monitors the health of the Cooperative Housing Portfolio. The Ranking Model provides an overview of the Cooperative Housing Portfolio and as an ongoing monitoring tool, assists the corporation in its management of cooperative housing. Cooperatives are ranked as a Level I , II or III; with Level I being the healthiest, and Level III being considered a project "in difficulty".

This measure indicates how many cooperatives achieve a ranking of Level I or a High Level II based on an annual assessment of their financial, democratic and physical condition.

Where are we now?

In 2008-2009, there were 79 subsidized cooperatives in the Cooperative Housing Portfolio of which 70 percent were deemed to be healthy and do not pose a risk. This is 2 percentage points higher than the previous year's result and surpasses the target set by the department of 68 percent. The percentage of projects "in difficulty" has declined from 17 percent to 15 percent. These results demonstrate that the overall health of the cooperative portfolio has improved.

In 2008-2009, the Project Default Centre worked with stakeholders to improve the overall ranking of the portfolio. This included replacement reserve studies, education events and long term planning.

Cooperative Ranking	2005/06 (Base Year)	2006/07	2007/08	2008/09
Level I	35%	31%	30%	30%
High Level II	28%	31%	38%	40%
Low Level II	13%	18%	15%	15%
Level III	24%	20%	17%	15%

Where do we want to be in the future?

The department is striving to increase the percentage of cooperatives that achieve a Level I or a High Level II (considered healthy). The 2009-2010 target is 72 percent of the cooperatives to be deemed healthy. To achieve this target, the department is implementing a Social Housing Assistance and Repair Program (SHARP) and plans to merger some smaller cooperatives.

6.2.5 Households Assisted with Health and Safety Repairs

The Province offers a suite of housing repair programs to enable lower income households to make emergency, health, and safety-related repairs to their homes.

What does the measure tell us?

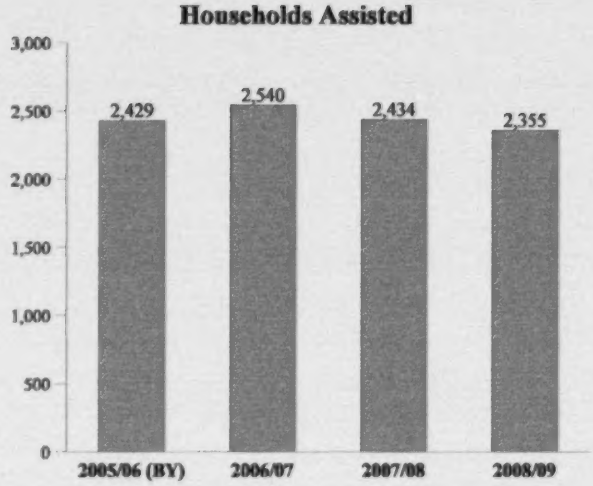
Preserving, in good condition, existing affordable housing occupied by low-income households and modifying and adapting homes so that low-income seniors and persons with disabilities can live independently is essential for their well being, the well being of their families, and for the development of sustainable communities.

This measure indicates the number of households the department assists each year with health and safety related home repairs.

Where are we now?

In 2008-2009, the department assisted 2,355 homes with repairs/adaptations; a total investment of $15.6 million. This included an investment of approximately $5.6 million in repairs/adaptations for approximately 1,100 seniors.

The target for 2008-2009 was set at 2,850 households. The shortfall in the number of homes assisted is reflective of inflationary pressures on the cost of material and labour and the department's priority to help clients with more extensive repairs.



Where do we want to be in the future?

In 2009-2010, the department aims to assist 2,400 household with repairs/adaptations. The department plans to review of the programs' regulations, policies, and procedures with the goal of maximizing opportunities to streamline program delivery while at the same time delivering a consistent, effective, and efficient program.

6.3 Services and Supports for Families and Communities

Services and Supports for Families and Communities focuses on the provision of safe and nurturing environments for children to enable them to develop to their full potential. The presence and opportunity for appropriate experiences in the early years in the home, the care environment, and the neighbourhood can promote optimum development in all areas - learning, language, social, emotional, behavioural, and physical. A broad range of community-based, prevention-oriented supports for both children and families are available.

6.3.1 Number of Children in Care Placed for Adoption

The department is responsible for Nova Scotian children when they cannot be safely and securely cared for by their own families. Where a child is in the department's permanent care and custody and legally free for adoption, it is in the child's best interest to be placed for adoption as quickly as possible. Research has shown that a secure stable family environment is an important factor in healthy child development.

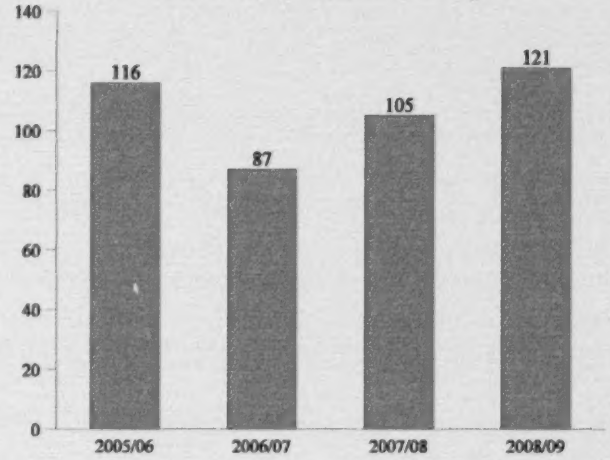
What does this measure tell us?

This measure reports on the number of children in the department's care that are placed for agency adoption. The number includes adoptions that have not yet been finalized.

Where are we now?

In 2008-2009, 121 children were placed for adoption. This represents an increase of 15 percent compared to the previous year's results of 105 and surpasses the target of 100 adoptions. To achieve this result, the department increased the number of families that were approved for adoption and developed standardized assessment and training for adoptive parents.

Children in Care Placed for Adoption



Where do we want to be in the future?

There are more than 100 children and youth in Nova Scotia who are waiting to be adopted into a loving family. Therefore, our target remains the same, 100 or more children placed for adoption. The department will focus on recruiting adoptive families who are able to accept school-aged children, sibling groups, and children of African Nova Scotian heritage as the majority of children waiting to be adopted are older with special placement needs.

6.3.2 Number of Spaces in Full-Time Licensed Care Centres

Access to child care is a necessary resource for parents of young children, who are either employed, seeking employment, or pursuing training.

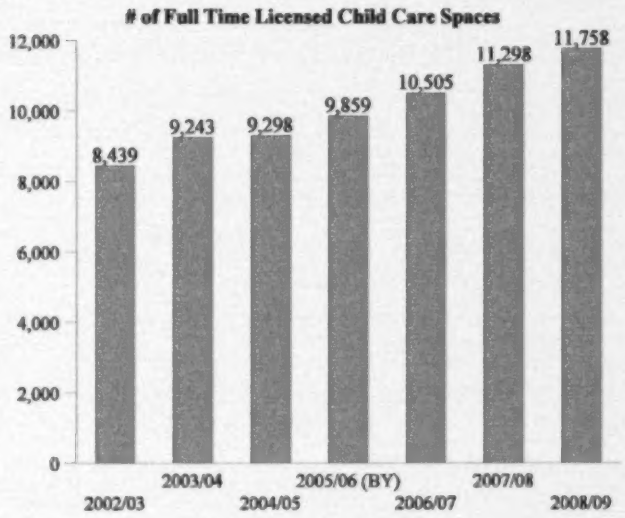
What does this measure tell us?

The number of spaces in full-time licensed child care centres is a measure of the department's ability to meet the early childhood development needs of children. Quality child care offers an ongoing opportunity for children's learning while providing safe and reliable care that promotes socialization, health, and a child's well-being. The availability of child care is also an important resource for parents to enter and remain in the labour force, or to access employment training.

Where are we now?

As of March 31, 2009, there were 11,758 spaces in full-time licensed child care centres. This represents a 19 percent increase compared to the base year and translates into 1,899 more spaces.

The 2008-2009 target was to achieve 10,755 licensed spaces, which was exceeded through the implementation of the Expansion Loan program, by providing operational funding to help offset the operational costs of centres, and through the Repair/Renovation Loan program which allowed centres to upgrade or enhance their premises.



Where do we want to be in the future?

Through Nova Scotia's Early Learning and Child Care Plan, the department will continue to invest funding in the expansion of licensed child care spaces, as well as, family-home child care spaces. The 2009-2010 target is 12,295 spaces.

6.3.4 Number of Subsidized Child Care Spaces

Access to affordable licensed child care offers an ongoing opportunity for children's learning while providing safe and reliable care that promotes socialization, health, and a child's well-being. Availability of affordable child care is a critical resource to low income families who wish to remain in the labour force, seek employment, or access training.

What does this measure tell us?

There are two types of subsidized spaces; fixed spaces allocated to full day non-profit licensed centres and portable spaces that belong to a child and are not fixed to a child care centre. The number of subsidized child care spaces includes both types and is a measure of the department's ability to support low income families with their child care needs.

Where are we now?

In 2008-2009, there were 3,425 subsidized child care spaces. This represents an increase of approximately 360 spaces compared to the pervious year and exceeds the target to increase the number of subsidies by 100.

Number of Subsidies		
2006-2007 (Base Year)	**2007-2008**	**2008-2009**
3,045	3,063	3,425

Where do we want to be in the future?

In 2009-2010, the department plans to provide 100 additional subsidies to enable eligible families to access licensed child care. This is consistent with the 2009-2010 target. .

6.3.5 Monthly Utilization Rate of Portable Subsidized Child Care Spaces

The availability of affordable child care is a critical resource to low income families. By making child care more affordable and accessible, the department is making it easier for parents to work.

What does this measure tell us?

This measure represents the average monthly utilization of portable subsidized child care spaces.

Where are we now?

In 2008-2009, The department surpassed the target of 95 percent, the average monthly utilization of portable subsidized child care spaces was 98.5 percent. This means a significant number of more families were able to access a child care subsidy and find child care that suited their individual circumstances. Effective April 1, 2008, new income eligibility rules were introduced that resulted in an increase in utilization of portable spaces:

- families with up to two children and a net income of about $62,000 may be eligible, up from $55,000. Subsidies are given in proportion to net income.
- the minimum child care fee for a parent receiving a subsidy was lowered to $1 per day, per child, from $2.25.

Utilization Rate of Portable Subsidized Child Care Spaces			
2005-2006 (Base Year)	**2006-2007**	**2007-2008**	**2008-2009**
90.84%	93.71%	89.01%	98.5%

Where do we want to be in the future?

The target for 2009-2010 remains the same, a 95 percent or higher utilization rate through enhancements to the Child Care Subsidy Program to enable more families to qualify for child care subsidy and by ensuring the eligibility process is transparent and efficient.

6.3.6 Number Family Home Day Cares

The Family Home Day Care program improves the availability of quality child care throughout the province. Family home day care provides another child care option to Nova Scotia families, particularly in rural areas of the province.

What does this measure tell us?

The number of family home day cares[1] is another measure of the department's ability to meet the early childhood development needs of children.

Where are we now?

Since 2006, the family home day care program has not seen the increase in agency applications that was anticipated. Beginning in 2008-2009 and continuing into 2009-2010, the department commenced review of existing terms, conditions, procedures and funding with a view to make the program better suited to the needs of potential operators and families.

In 2008-2009, the number of family home day cares doubled, from 28 in 2007-2008 to 56 in 2008-2009.

Number of Family Home Day Cares		
2006-2007 (Base Year)	2007-2008	2008-2009
31	28	56

Where do we want to be in the future?

In 2009-2010, the department plans to launch an awareness campaign to provide information on the benefits of family-home to prospective agencies and home providers. The target is to have 110 family home day cares by the end of 2009-2010.

6.3.7 Number of Child Care Centres Meeting Inclusion Criteria

Funding is provided to licensed child care centres to support the development of skills and competencies of young children with special needs. The term "child with special needs" can refer to a child with an identified or diagnosed delay in development by six months or more, in two or more areas of development, and/or children who are "at risk" for developmental delay.

What does this measure tell us?

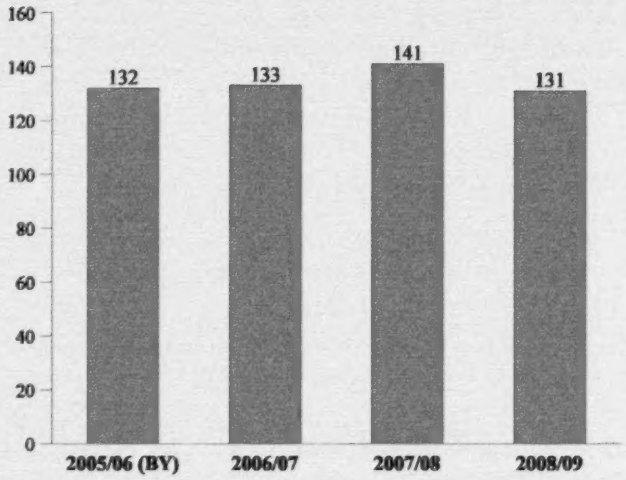
Early intervention and support, within the context of licensed child care, is an enabler in assisting children with special needs to achieve their full potential. Number of licensed child care centres meeting inclusion criteria is a measure of the capacity building effort within the child care sector to provide inclusive programs.

[1] Changed from # of spaces in family-home day cares

Where are we now?

The department provides funding to licensed child care centres to support the development of skills and competencies of young children with special needs. This funding is used to build program capacity to include children with special needs. In 2008-2009, 131 licensed child care centres provided some level of inclusive programming. This result falls short of the target of 145 licensed child care centres meeting inclusion criteria but is fairly consistent with the results of the pervious three years.

Child Care Centres Meeting Inclusion Criteria



Where do we want to be in the future?

In 2009-2010, the department would like to increase the number of licensed child care centres meeting inclusion criteria to 148. To achieve this target, the department will provide funding through the Supported Child Care Grant and provide training and resources that will enhance the development and delivery of inclusive environments.

6.4 SERVICES FOR PERSONS WITH DISABILITIES

Access to a range of residential supports is key to positive outcomes for clients of the Services for Persons with Disabilities Program. The needs of children and adults with disabilities vary; likewise the services needed to support people with disabilities to be independent, safe, and healthy in their communities ranges from minimal to intensive. Across the province, the Services for Persons with Disabilities program provides residential and/or vocational programs for approximately 4,500 clients.

Over the course of the past year, the department has undertaken a number of initiatives to enhance the range of residential supports and to make these supports more accessible. The desired outcome is to provide opportunities for people with disabilities to live healthy, safe, and independent lives.

With additional investment by government, the department has made progressive strides in providing a more responsive, accessible, and sustainable system of supports for Nova Scotians with disabilities.

6.4.1 Number of Adult Clients with Disabilities Receiving Support Services who Remain at Home with their Families

The funding offered through the Direct Family Support program enables families to support family members with a disability at home, preventing the need for an out-of-home placement.

What does this measure tell us?

This measure, the number of adult clients receiving direct family support funding, demonstrates progress towards improving the continuum of residential support options available to adults with disabilities.

Where are we now?

Since the implementation of the Direct Family Support program, there has been a steady growth in the number of clients. In 2008-2009, there were 835 clients, 19 years of age and older, throughout the province. This represents a 84 percent increase compared to base year results of 453 clients and exceeds the department's 2008-2009 target of 700 clients.

The target was exceeded by securing an increase in funding and by promoting the Direct Family Support program in communities throughout Nova Scotia as the preferred program option.

Where do we want to be in the future?

In 2009-2010, the department will focus on the continued expansion and improvement of the Direct Family Support program. Continued growth in this program means individuals are remaining at home and benefitting from all aspects of community living as opposed to living in a residential setting. It also takes pressure off the residential services for Persons with Disabilities programs.

6.4.2 Number of Clients Placed in Alternative Family Support Homes

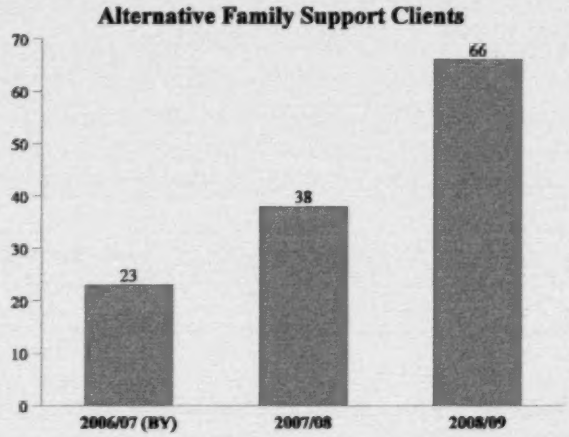
In April 2006, the department implemented the Alternative Family Support program. This program supports families who welcome a person with a disability into their homes enabling individuals to remain closer to their communities and live in a family like setting.

What does this measure tell us?

The number of clients in Alternative Family Support homes demonstrates progress towards improving the continuum of residential support options available to adults with disabilities.

Where are we now?

In 2008-2009, there were 66 clients in Alternative Family Support homes surpassing the target of 48 clients. The program has almost tripled in size over the past two years. To achieve these results, the department increased funding and implemented communication and recruitment strategies to increase community awareness and understanding of the program.



Where do we want to be in the future?

Over the next few years, the department would like to have steady growth in the number of clients accessing the Alternative Family Support program. Considering the department is much further ahead than originally projected, a new target will be developed for 2009-2010.

6.4.3 Number of Independent Support Clients

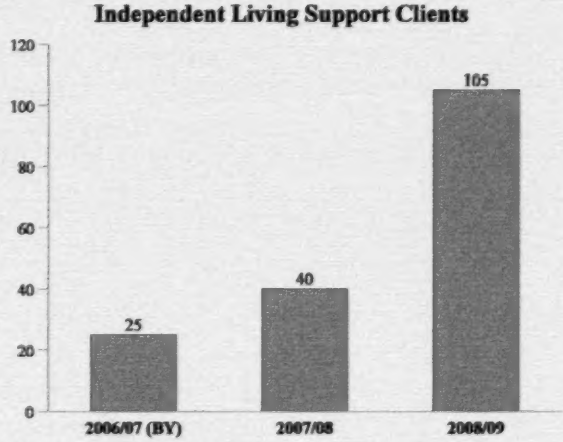
The Independent Living Support program provides a minimal level of support, up to 21 hours a week, to adults with disabilities. Individuals are able to achieve and maintain the highest level of independence possible by enabling them to live independently in their communities and by promoting community participation.

What does this measure tell us?

The number of Independent Living support clients is another measure of the department's ability to provide a continuum of residential support options for adults with disabilities.

Where are we now?

Starting in 2008-2009, the Independent Living Support program is available in all regions of the province. The 2008-2009 target was to increase the number of Independent Living Support clients to 95. As of March 31, 2009, there were 105 clients in the program.



Where do we want to be in the future?

The department would like to have steady growth in the number of clients accessing the Independent Living Support program. Steady growth is an indication of the department's ability to provide a continuum of residential support options for adults with disabilities.

6.4.4 Number of Clients Served by Adult Service Centres

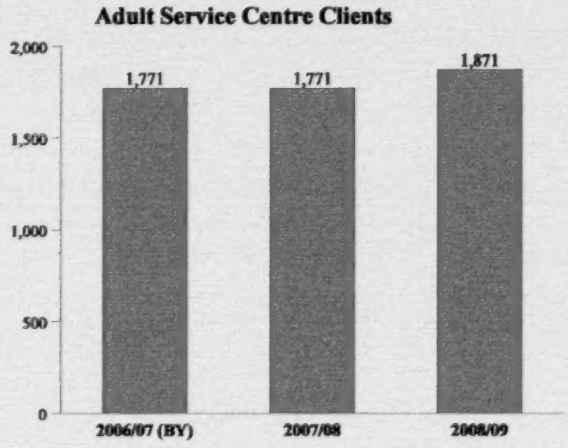
Adult Service Centres provide employment, skills training and day program opportunities for adults with disabilities in communities across Nova Scotia. Currently, there are 30 Adult Service Centres.

What does this measure tell us?

The number of clients served by adult service centres is a measure of the department's ability to provide access to programs that enhance the quality of life and employability of adults with disabilities.

Where are we now?

Across the province, approximately 2,150 adults with disabilities are provided services and support in 30 Adult Service Centres and other types of day programs funded by the department.



As targeted, 1,871 persons with disabilities were provided services and support through adult service centres. This represents an increase of 6 percent compared to the previous year results of 1,771. In 2008-2009, an additional $2.8 million was invested in a variety of centres to either increase staffing and/or to assist with the expansion of buildings to enable increased capacity.

Where do we want to be in the future?

In 2009-2010, the department is striving for a 3 percent increase in the number of clients served by adult service centres by continuing to support approximately 30 Adult Service Centres across the province.

6.5 Human Resources

The following three measures are used to track the department's ability to create a supportive work environment in which employees have opportunities to develop to their full potential

6.5.1 Employees who Indicate they have Access to Training Opportunities

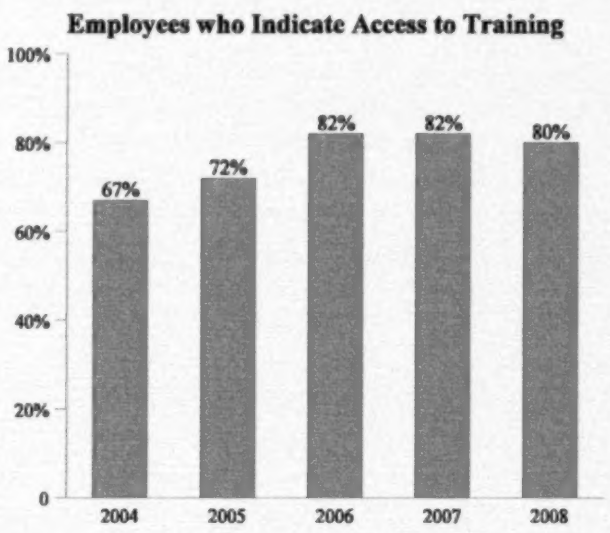
The continuous growth and development of Community Services' staff is required to ensure the department achieves organizational success now and in the future.

What does this measure tell us?

In the annual employee survey, respondents are asked if they have access to training opportunities. The number of "somewhat agree" and "strongly agree" responses are combined to determine the percentage of Community Services' employees who indicate they have access to training opportunities.

Where are we now?

Results of the 2008 survey, indicate that 80 percent of Community Services staff who responded to the survey have access to training opportunities. As depicted in the accompanying chart, this result is down slightly compared to the previous year and falls short of our target of 100 percent.



In 2008-2009, all staff had access to a departmental training calender and a LearnNet - a management system for employees to browse training catalogues and to register for courses online. In addition, Community Services sponsored 105 employees to participate in Leadership Development Training.

Where do we want to be in the future?

In 2009-2010, the department is striving to achieve a target of 100% and to maintain this target in future years. Under the succession management initiative, the department will continue to place an increasing emphasis on staff retention and recruitment strategies, career planning, training, and development planning.

6.5.2 Percentage of Management who Participate in Annual Performance Reviews

Performance management is a strategic leadership tool for organizational effectiveness. It helps ensure that efforts are focused on the goals and priorities of the department. Performance management is also a tool for developing competent leadership now and in the future.

What does this measure tell us?

The success of employees depends on a clear performance management process, which recognizes the accomplishments and supports the professional development of public service employees. There are two distinct, but similar, performance management processes: one for management employees and one for bargaining unit employees. This measure includes the percentage of management staff who participate in annual performance reviews.

Where are we now?

In 2008-2009, 100 percent of management staff completed an annual performance review. Annual performance reviews for management employees are considered a mandatory practice.

Percentage of Management who Participate in Annual Performance Reviews			
2005-2006 (Base Year)	**2006-2007**	**2007-2008**	**2008-2009**
85%[2]	71%	80%	100%

Where do we want to be in the future?

The department is striving to maintain a 100% participation rate. Performance reviews for management employees will continue to be a mandatory requirement.

6.5.3 Number of Diversity Training Participants

Diversity training is a mandatory course for all employees. This training is provided through the Public Service Commission and is designed to help participants understand typical patterns of behaviour when some people in a workplace are different from the majority. It introduces the language and concepts of diversity, along with strategies for equity and inclusion.

What does this measure tell us?

The department recognized that diversity competencies are an essential requirement of the future. The "one-size fits all model" is no longer reasonable in a dynamic and increasingly diverse labour market. The department encourages all new employees to participate in diversity training

[2] In the 2008-2009 Business Plan, the base year was incorrectly reported as 71%.

within the first year of employment.

Where are we now?

In 2008-2009, 70 percent of new employees participated in diversity training within their first year of employment. This represents a 100 percent increase compared to the previous year's result and is consistent with the 2008-2009 target. Managers are placing more emphases on staff meeting their mandatory training requirements.

Percentage of Management who Participate in Diversity Training in Their First Year of Employment		
2006-2007 (Base Year)	**2007-2008**	**2008-2009**
25%	35%	70%

Where do we want to be in the future?

All new Community Services' employees will be extended diversity training when it is offered by the Public Service Commission. The department will strive for a higher participation rate. The 2009-2010 target is 75 percent.